

Target Areas

Software Selection & Acquisition

- Separate selection process for software from implementation services

- Contract negotiations – Software companies don't agree with the license agreement prepared by legal counsel and Procurement.

- Travel expenses – adopt the model Tracey / Dave D. developed for future long-term project. She spent a lot of time negotiating this.

- Through requirements and user involvement helped identify and justify the software selection

- We didn't focus / understand the customer web access demo

- T&M nte for Blueprint, Fixed fee for remaining work

- TOO LONG

- Should have participated in VA Beach contract with TMG to reduce cost and complexity (adding Westin)

Team Selection & Preparation

- Needed additional development support from beginning of project

- Strong leader for SME - solid analytical, testing, communication, project and team development experience

- Team building – needed more for everyone

- Strong internal lead for change management. Need full commitment.

- Consider the personality of the outside PM to make sure it's a good fit with the organization and the FCWA PM.

Blueprinting / Requirements Gathering & Documentation

- More involvement sooner by groups outside of CS and Accounting. Including potential users. Jeanne mentioned wanting reports on the top 5 customer service complaints so they can tailor customer communications to address them. Chuck wants to identify ways to reduce repetitive calls

Conversion Mapping & Documentation

- Takes a lot of time! Requires dedicated technical & functional support.

Configuration & Development

- Needed an FCWA technical lead, too dependent on IBM

- Off-shore India was difficult – security, equipment, coordination,

Testing

- Finish config & development before starting

- Train team on testing process

- Include management sign-off on major items (wholesale bills)

Go-Live Planning / Execution

Great, very detailed plan and communication plan.

CPU matters! Allocating additional processing power seems to really have sped up the data loads.

Post Go-Live Support

Should have had more knowledge transfer during the project, with a formal assessment method for technical and functional groups.

Need documented support procedures to understand roles and responsibilities.

Printing/Data Exchange Set Up

Problems! FCWA needed more technical expertise to provide useful input to the printing process. It appears old printing techniques were used for bill print and reports.

Documentation & RWD Tools Used

Did not fully use these tools. CS should have used these tools to re-enforce the classroom training.

End User Training

Good, recommend a formal skills assessment

End User Communication

Lack of input from users even though they had many opportunities. The organization is not comfortable with open discussions (during meeting) of issues and concerns.

Project team should have provided more opportunities for critical departments (Lab) to verify that their requirements were addressed.

Project Team Organization

Stronger CS functional leads to manage the schedule, testing, change management and to take ownership of the system during the project. We relied too much on IBM and the FCWA PM to fulfil this role.

Functional analysts would benefit from formal training in requirements analysis & testing. Accounting, CS & IT management & project team member could have used more coaching on effective teams.

Difficult to coordinate with IBM India and suspect quality. Could have been a disaster if IBM had not provided additional on-site developers to complete the work and to augment the lack of FCWA technical resources.

Project Facilities and Equipment

IBM India needed a printer to test reports!

EDS Hosting Center was poor compared to HP Data Center. Glad we moved even though it was a big risk at that point in the project.

If they have disk space, they will use it! Need to have a full-size production database to test against.

Project Team Communication

Never worked as it should have. IBM Change Mgmt. support throughout the project really helped but, CS did not fully commit to the change process. Thankfully the FCWA PM picked up the slack!

Steering Committee meeting should be chaired by the Project Sponsor.

Difficult issues never surfaced in the Steering Committee meeting – we would benefit from team building coaching

Knowledge Transfer Strategy

More time & emphasis needed, with assessment.